GRIEVANCE REDRESSAL FOR TEACHER'S: AN ANALYTICAL STUDY OF K-12 SCHOOLS

SHORT SYNOPSIS

Submitted in partial fulfilment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna International Institute of Research and Studies

By

KHUSHI NARWAT

Registration number 21/Ph.D/063

Under the supervision of

Dr. FARHAT MOHSIN

Professor, School of Leadership and Management

School of Leadership and Management

Manav Rachna International Institute of Research and Studies

Sector 43, Faridabad, India.

CERTIFICATE

This is to certify that the short synopsis titled **"GRIEVANCE REDRESSAL FOR TEACHER'S: AN ANALYTICAL STUDY OF K-12 SCHOOLS "** by KHUSHI NARWAT (21/Ph.D/084), submitted in partial fulfilment of the requirement for the Degree of Doctor of Philosophy in MANAGEMENT under the School of Leadership and Management of Manav Rachna International Institute of Research and Studies, Faridabad during the academic year 2021-22 is a bona fide record of work carried out under the supervision of Dr.Farhat Mohsin and has not been submitted in full or part to any other university or institute for degree or diploma.

Khushi Narwat

21/Ph.D/084

Date : 20/07/2023

Dr. Farhat Mohsin

Professor, School of Leadership and Management

Manav Rachna International Institute of Research and Studies, Faridabad

(Chairman,DRC)

ABSTRACT

Almost every workplace where individuals with diverse characteristics are involve, faces one or the other form of disputes from time to time, and the way they are handled becomes crucial to build and maintain a positive work environment. These disputes or issues faced by the employees are usually handled and resolved by way of grievance handling procedures in the organization. The success of any grievance handling procedure depends upon how well and quickly the management is able to provide solution to the employee complaints. If the grievances are noticed timely and resolved smoothly and quickly, it can be said that employee concerns are given due importance and employees are treated as important human assets of the company. So, the current study will concentrate on the complaints of private school teachers in the state of Haryana. The study will likely investigate the numerous reasons why teachers may have complaints in order to determine whether complaints have an effect on teachers' performance. Also, the research will concentrate on teachers' perceptions of how their concerns are handled and provide the school administration with efficient grievance management procedures to handle teachers' problems efficiently. This exploratory study will include both qualitative and quantitative analysis, where the information from the teachers will be gathered through a survey technique that includes questionnaires as well as in-person interviews with school administrators and teachers. The investigation carried out in this study will provide effective ways for enhancing the grievance handling process and eliminating some complaints that teachers regularly have to repeat. The results of the study will be crucial in encouraging the teachers to utilize their right to present their issues before the school administration and avail the opportunity of grievance platforms to file their complaints and get them resolved.

Keywords : Human resource management , Grievance Handling , Teachers grievances

TABLE OF CONTENTS

S. No.	Description	Page No.
1.	Introduction 1.1. Concept of employee grievance 1.2. Grievance handling mechanism 1.3. Why study grievance management 1.4. Grievance handling in the education sector	 6 8 11 12
2.	Literature review 2.1. Research Gap 2.2. Rationale of the study	13 17 18
3.	Description of the topic	19
4.	Objectives of the study	20
5.	Research Methodology 5.1. Research Design 5.2. Data collection 5.3. Instrument 5.4. Sample selection 5.5. Data Analysis	21
6.	Expected outcomes of the research	23
7.	References	24

1. INTRODUCTION

Employee complaints typically center on issues with their employment contract, the company's policies and processes, their compensation and benefits, the company's values and culture, and so on. Management should focus on hearing employees' complaints and working to find amicable solutions. The likelihood of sustaining a work culture that discourages excellent employee performance is increased by such a technique. Managers and supervisors need to appreciate the grievance process and see how it can be win-win for everyone involved. Effectiveness of grievance management procedures is crucial for fostering strong relationships in the work environment promoting fair and productive workplace. It takes effort and communication from both sides to maintain harmonious working relationships. Building strong bonds is crucial for harmonious workplace interactions. Today's workplaces are increasingly diverse in terms of their employee populations, which include people of many ages, nationalities, genders, and religious, cultural, and ethnic backgrounds. Miscommunication and misunderstanding are likely to occur in a work atmosphere like this one. Such misconceptions, if they are not addressed effectively, will have an effect on the morale of employees as well as their productivity. As a result of employees' increased familiarity with the Internet and the proliferation of social media, it is possible that their dissatisfaction will be broadcast on social media platforms such as Facebook or Twitter. This kind of damaging publicity can have an effect on the image and brand of the employer, which might cause the management to feel unneeded shame. Complaints of this nature can occasionally result in lengthy and time-consuming legal battles that cost a lot of money. Creating a positive working atmosphere and adopting fair employment procedures are two ways in which employers may head off the occurrence of circumstances like these. Among these is the implementation of an appropriate Grievance Process (GP) for dealing with complaints. Both employers and workers need to have the understanding that it is impossible for every complaint to be handled to the point where all parties are completely content with the outcome. The majority of times, the solution that is most logical to the problem at hand is a compromise, in which both sides adopt a posture of "give and take." It is not the resolving of the grievance or the reaching of a settlement that is the goal of a GP, but rather the preservation of industrial harmony between the employee and the employer.

1.1 Concept of Employee Grievance

A grievance is defined as “a complaint of one or more workers with respect to wages and allowances, conditions of work and interpretations of service stipulations covering such areas as overtime, leave, transfer, promotion, seniority, job assignment and termination of service” by the International Labour Organization (ILO). According to the National Commission of Labour, grievances are defined as “complaints affecting one or more individual workers in relation to their salary payments, overtime, leave, transfer, promotion, seniority, job assignment, and dismissal”.

A sense of discontentment or unhappiness among workers in relation to anything having to do with the firm is referred to as a grievance. A feeling in the form of a grudge can be held by either the employer or the employee against the other person in the relationship. According to the viewpoint of Dale S. Beach for defining a grievance , “Grievance is any discontent or feeling of unfairness that is brought to the notice of management in relation with one's job status” . Another definition of the term "grievance" describes it as a "actual or imagined feeling of personal unfairness" that an employee experiences in respect to his job ties. A sense of grievance might arise from discontent, sorrow, suffering, or sadness brought on by anything that was unnecessary or illegal. Hence , “a grievance can be defined as any dissatisfaction or a feeling of injustice / unfairness that is presented before the management in relation with one's job status.” It is any genuine or fictitious feeling of personal unfairness that an employee is experiencing in regard to his work that might qualify as a grievance. It is any sort of unhappiness or discontentment that arises as a result of elements relating to an employee's employment that the employee considers to be unjust. An employee's decision to file a grievance is an indication that he is unhappy with his job or the way he gets along with his coworkers. The day-to-day working relationships in a company are typically the source of grievances when they occur. An individual worker or a labor organization might hold a protest if they feel that management is violating their rights. An employee has the right to register a grievance when he or she experiences or witnesses anything they believe is unfair, unjust, or inequitable. If an employee believes that their employer is not abiding by the provisions of the contract of employment or the Standard Orders, legislation, rules and regulation, work related rule, custom, or usage, the employee may register a grievance. A grievance can be filed by a single worker, a group of workers, or a trade union. Complaints are created whenever

discontent is articulated in a format that is legible to others, such as writing. A genuine or fictitious feeling of personal unfairness that an employee is experiencing in regard to his work might qualify as a grievance. It is imperative that grievances be immediately addressed and that they not be allowed to build up over time since unresolved grievances always lead to more ones. The accumulation of workers' complaints can lead to a sense of irritation, disloyalty, and non-cooperation within the workforce. This can cause workers to lose interest in their jobs, which can have repercussions for the production in terms of both quality and quantity. In addition, this might cause a breakdown in discipline, which could lead to strikes, absenteeism, slowdowns, work-to-rule policies, protests, gheraos, and even physical altercations.. To properly dispose of grievances, great care must be given to maintaining harmonious industrial relations and keeping the peace in the workplace. Sometimes workers aren't really sure what it is that's making them unhappy in their jobs. Nonetheless, they continue to have feelings that leave them unsatisfied.

There are several ways to find out about grievances. The grapevine and gossip provide crucial information regarding employee complaints. To solve the enigma around complaints, the managers might also use ripe boxes, open doors, regular interviews, and exit surveys.

The following approaches can be taken into consideration :

a) Observation: It is generally possible for a manager or supervisor to monitor the performance of his subordinates. The warning signs are rather clear if a certain employee is having interpersonal problems, misusing or destroying equipment, ignoring orders, showing up late for work, or not showing up at all. The supervisor can always notice such strange behaviours and report them right away since he is near to the scene of the incident.

b) Grievance procedure: Having a formal grievance procedure in place is the best approach to bring attention to the widespread discontentment among employees. Management should promote its utilisation whenever employees have any concerns and issues. Without this kind of outlet, pent-up discontent might become a violent flashpoint. It's possible that by then things would have completely turned nasty, harming goodwill between labour and management. If management is unable to get workers to voice their complaints, unions will step in and become the employees' most effective negotiating agents.

c) Complaint boxes/ Gripe boxes: At the plant, there may be prominently placed boxes where anonymous complaints about any part of work can be made. Since he need not identify his

name in the complaint, he can voice his emotions of unfairness or dissatisfaction openly and without worrying about being victimised.

d) Open door policy: An open door policy allows workers to express their concerns about the workplace without fear of retaliation. The manager can verify the information provided in the complaint using several resources.

g) Exit interview: Workers typically quit their positions due to discontent or better opportunities elsewhere. The manager could learn the true reasons why "X" is leaving the company if he makes an honest effort during an exit interview. The management must encourage the employee to provide a true image in order to draw out useful information and quickly address any errors. If the worker is not being forthright, he may be given a questionnaire to fill out and turn in once he has paid off any outstanding balances with his current company.

f) Opinion polls: Polls may be done on a regular basis to find out what employees think of the company and its policies.

1.2 Grievance handling mechanism

Because of the severity of the problems, they must be fixed immediately and properly. If this doesn't happen, several problems might arise in the sector. Effective grievance handling necessitates the use of a tried-and-true procedure that may step-by-step allocate tasks for optimal management. Assigning responsibility for each stage of the grievance-handling process is the backbone of any effective grievance-handling system. Effective handling or management of complaints requires following a specific sequence of steps. Dissatisfaction and anger are examples of grievances. When workers are unhappy, it may have a devastating effect on their lives and careers. The first impact may be minor, but the consequences quickly become unpleasant. Like a sick person, an employee with a grievance cannot remain in their position for an extended period of time. The sooner it is dealt with, the less damage there will be. Begin making serious attempts to resolve the issues that were raised right away. Preventative measures are always superior than curative ones. Responsible management must promptly evaluate all complaints in order to identify their causes and implement corrective actions. It's recommended that you take precautions to avoid problems.That shouldn't be offensive to the employees' sentiments. They ought to continue to be content, devoted, and dedicated to their

employment. It is crucial for the improvement of everyone involved. A key role of HRM in an organization is efficient grievance handling.

Following are the four stages of grievance handling which are generally practiced :

1. First level at which complaint occurs: The best likelihood for resolution of a complaint is at its initial level of resolution. The first person to whom a worker should take a complaint is their immediate superior. At the first stage, there are normally three parties involved: the aggrieved worker, his direct supervisor, and the union official. It is possible to involve the union in drafting the framework of the grievance procedure while restricting union involvement in the latter stages, at least in the first two. Training in counselling, grievance management, and problem-solving skills is essential for the supervisory role.

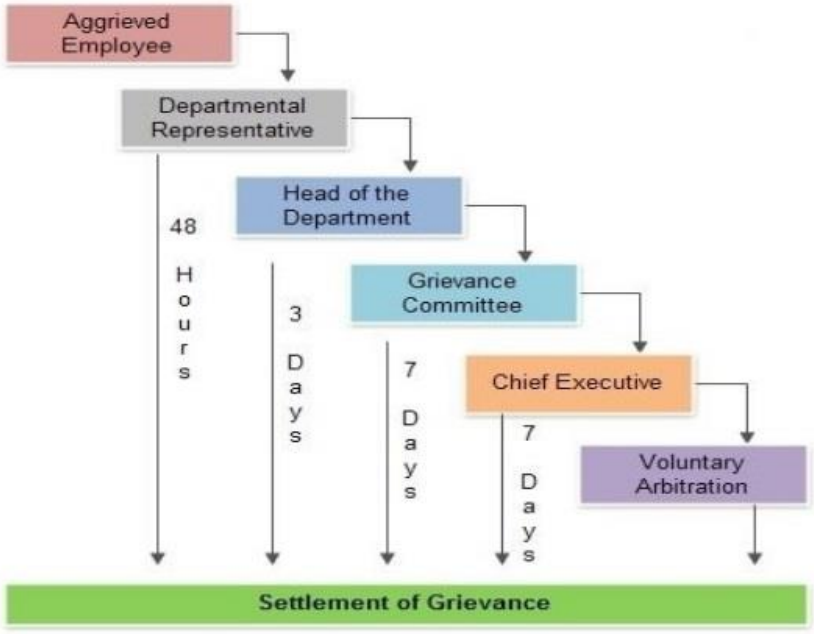
2. The Interim stage: If the problem cannot be handled at the supervisor level, it is usually escalated to the department head. It is essential that management be the one to initially take on the task of resolving a complaint. The intermediate level is a place where problems may be settled with or without the involvement of the union.

3. Organizational level: If a complaint is not handled at the intermediate level, it may be escalated to the upper management. In most cases, a designated individual above the rank of general manager deals with the issue head-on. At this level, reconciling the clashing interests is quite difficult.

4. Third-party mediation: If the disagreement cannot be settled between the two parties involved, an outside mediator is called in. Arbitration, adjudication, or a trial in a special court for labour disputes might be used to reach a resolution. The parties involved can do nothing more to affect the outcome of the complaint at this time. Nonetheless, the judgement of the labour court or the adjudicator will be binding on the parties, subject to the parties' statutory rights of appeal to higher courts, and the mediator has no decision-making authority in mediation (conciliation, or arbitration).

Some members of management are responsible for addressing the matter at each stage of the complaint procedure. When problems arise, it's up to management to fix them. As was also previously said, issues raised by customers need to be addressed promptly.

Model grievance handling procedure : The National Commission on Labor has developed a model grievance procedure to facilitate the speedy handling of complaints.



1. The employee who feels wronged must vocally express their complaint to the officer assigned by management to handle complaints. The officer is required to respond to the complaint within 48 hours of receiving it.

2 The grievant must then bring the complaint to the departmental head responsible for such issues, if the response is not satisfactory or if it is not received within 48 hours.

Within three days of the grievance being presented, the head must respond.

3 The offended employee may contact the grievance committee for the resolution of his claim if he is still dissatisfied with the departmental head's decision or does not hear back within the allotted time. The grievance committee must deliver its proposal to management within seven days. Within three days, management must inform the grievant of the decision.

4 The employee may appeal to the management for a revision of the decision made if he is still dissatisfied with the grievance committee's conclusion or does not get one from it. The management may need a week to examine the appeal before informing the complainant of the new decision.

If an employee is still dissatisfied with the decision made by management at Stage 4, he or she may submit the grievance to voluntary arbitration within one week. The arbitrator's decision will be binding on both the union and the company.

1.3 Why study Grievance Handling ?

A grievance management system is like the steam boiler's pressure release valve in that it allows employees to vent their frustrations and dissatisfactions. Employees are not expected to bottle up their frustrations until they burst. With an efficient grievance procedure in place, managers are less likely to resort to arbitrary measures, knowing that their subordinates will have a chance to defend themselves and have their complaints addressed by upper management. The sheer fact that workers have a voice and are listened to may do wonders for morale. Given these considerations, every company has to have a clear process for handling employee complaints. The term "grievance procedure" refers to the process through which an issue is reported, investigated, and ultimately resolved. A grievance procedure is meant to be a neutral and fair way for workers and management to address and discuss serious issues and complaints. A robust grievance procedure should allow workers to raise safety concerns without fear of reprisal. Knowing that concerns will be taken seriously and dealt fairly helps boost morale and productivity among employees. A well-defined process will protect workers from management's potential bias. Employers should adopt a systematic grievance procedure to identify any unsatisfactory or illegal gaps in their current grievance handling systems in order to comply with employee contracts and respect the obligations of company contracts. Having a predetermined and sanctioned procedure in place may help protect a company's or brand's image by reducing the likelihood of negative publicity resulting from a complaint that was handled poorly.

1.4 Grievance handling in the education sector

Any kind of workplace, in any business or sector, has the potential to be the setting for an employee complaint. On their end, teachers are sometimes asked to adhere to the norms outlined in the institution's code of conduct in order to contribute to the maintenance of a constructive working environment and a secure working location. In most cases, when the criteria are not satisfied, the function of disciplinary measures arises. These actions would be utilised to motivate the teachers in order to obtain the expected performances according to their profession.

In most cases, disciplinary measures are the way to address and deal with concerns that are related to poor performance or misbehaviour. It is imperative that it be administered in a manner that is uniform and fair, with the primary emphasis being placed on finding a solution to the issue rather than punishing the teacher. The teachers will be given timely reminders, in the form of disciplinary measures, regarding the quality of their current performance as well as the performance that must be achieved.

Dissatisfaction among teachers can stem from a number of sources, each of which has the ability to have an impact on the productivity and performance of the individual employee and, by extension, the institution as a whole. Teachers, like any other institution's personnel, are people first and foremost, and as such, they all have their own distinct sets of personal and professional characteristics. The education industry is filled with institutions, all of which employ teachers. Employees in the education sector, like employees in any other sector, are not flawless and may experience feelings of unease at any point in time over the course of their career.

The institutions anticipate that the teachers, in their capacity as workers, will comply with the established standards and code of conduct and carry out their duties and responsibilities in accordance with these instructions. On the other side, if these requirements are not reached, the management will be required to propose certain disciplinary steps to the employees. Problems with coworker relationships, misunderstandings in communication, and other workplace concerns can all be addressed through formal channels for resolving grievances.These issues may all be brought up and handled through the processes. If the concerns are treated carefully in order to identify and fix the significant difficulties, as well as potential problems that may be highlighted with an equitable settlement of the grievances, then the institution will flourish in all respects

2. LITERATURE REVIEW

Taru (2016) in a study defined grievnace as “any unhappiness or sense of injustice, and in the workplace, it must be related to work”. According to the study, salaries and pay, the work environment, transfers and promotions , a lack of communication, departmental relationships, etc. are some of the most frequent causes of dissatisfaction. The study also investigated the reasons leading to employee grievances, approaches for managing and resolving grievances, and effective ways for handling grievances. “Maintaining positive employee relations, running the business successfully, and achieving high levels of productivity all depend on effective grievance management.”

The goal of establishing a connection between employees' complaints and their motivation was described by **Garima (2017).** The motive that every manager must address before a complaint turns into a conflict has been proven to be related to complaints. If the administration of a public or private company does not deal with concerns immediately, the results might be catastrophic. The handling of complaints may be a potent method of inspiring workers.

Vaitheeswari (2017) claims that handling customer complaints is a major obstacle for many businesses today. Management is performing well with this particular process, but the analysis indicates that some terms could be emphasized more. Workplace tension and unrest can have a negative effect on an organization's output if complaints are not resolved in a timely fashion. The study examines the factors that contribute to complaints and examines several techniques for resolving them. There are a variety of approaches suggested for handling complaints and finding acceptable solutions. The collected data is used to inform the suggestions, and additional research may be planned if necessary.

Rathod and Jariwala (2020) state a productive and peaceful workplace depends on the employee grievance management system. Effective grievance handling builds employee relationships. The study sought to understand the broad factors affecting employee grievances and evaluate the grievance handling procedure. Determine staff satisfaction with complaint handling. Management that tries to understand and fix employee issues has a better chance of preserving a high-performance culture, according to research.

Mozumder (2016), In addition to identifying Indian labour laws that give guidelines for guidance, monitoring, and grievance redressal methods, this article emphasises the function that the grievance management process plays inside the business. A complaint is a legitimate

or erroneous reason for complaint, particularly a crime. Anger over whatever one perceives as wrong or inappropriate, especially in the workplace or in the context of a disagreement about one's employment. Employee complaints might involve things other than pay and benefits, as well as working hours, conditions, and other aspects of employment.

In this article,**Onyebuchi (2019)** psychologically evaluated how employee grievance handling affects organisational performance. A favourable work environment, high morale land devotion from employees, and increased output and performance are all outcomes the study ascribes to effective grievance management.

Ramya (2014) argues that grievance procedures are linked to shop steward behavior and other attitudes. The level of satisfaction among union members was shown to be connected to how well the grievance procedure worked. Employer and union allegiances have been found to be intertwined with its methods. The grievance procedure is in place to help people pinpoint the specific administrative policies, procedures, and practices that are leading to dissatisfaction among workers.

In order to understand how workers perceive the processing of their complaints, **Mubezi (2012)** performed a research to examine the methods employed at government-funded institutes of higher learning. According to this survey, most supervisors choose an integrating strategy rather than a dominating one when dealing with issues that arise with their subordinates. The main issues include supervisors without human resources expertise, bureaucratic supervisors, egotism, employee dread of being demoted or fired, and an uneven relationship between supervisors and subordinates. Thus, proper steps must to be done to guarantee that these issues are resolved. According to the study's findings, educational institutions need to take care while hiring human resources managers. This will provide these public institutions the ability to lower the percentage of employee complaints noted in this survey and to entice a large number of teaching and non-teaching personnel to work for these renowned higher education institutions in our nation.

A research study was carried out by **Sharma (2015)** in a number of different management institutes. The primary objective of the study was to investigate the factors that may contribute to discontent or complaints from members of the faculty. The paper came to this conclusion. The challenge of talent retention and the high attrition rate that results from its absence leads to the implementation of a grievance management system.

Danday (2022) reported findings of their research, the difficulties that teachers have when filing complaints may contribute to the development of a culture of indifference throughout the student body and faculty of the school. According to the findings of the study, educational institutions should consider establishing an education law programme that includes grievance redressal sessions and should investigate various teacher representation schemes that are involved in the processes. Further research might also be conducted to discover intervention strategies for the purpose of ensuring that school administrators, members of grievance committees, and teachers have enough awareness of applicable education legislation.

According to **Kumar (2013),** when concerns are not handled effectively, "talent retention becomes a challenge and attrition rate increases." The company has to understand how crucial it is to keep its employees happy and engaged. There is still room for development so that the administration is highly regarded by all faculties. Management should tread carefully as they address the issue and consider the situation's pros and cons. Employee confidence in the organisation is increased by following proper grievance processes within the larger framework of employee engagement, and Shodh Ganga handles employee issues before they turn into conflicts. They also aid in pinpointing areas that need change in order to boost employee satisfaction and morale. The survey's findings about the causes of faculty complaints need to be investigated further since, if left unattended, they might develop into a serious issue. Faculty members must not use these stress-inducing substances since doing so might compromise their lecture quality and performance. The management has to be involved in this process actively. To solve the issue and resolve the complaints in an efficient manner, both sides must cooperate. Managers might benefit from actively using their professional selves when managing complaints.

A research by **Ndung'u (2008)** found that employee work satisfaction is influenced by how grievances are handled. According to the study, employees' job happiness increases when their issues are taken into account while processing grievances, however low job satisfaction is seen when their concerns are ignored. According to the study, compromising and integrating styles result in higher work satisfaction since they are linked to greater considerations for both sides of a disagreement. Dominating, avoiding, and obliging approaches are linked to great care for one side and little concern for another party involved in a disagreement, which results in low work satisfaction.

In a research, **Najiraini (2015)** reported that the "Kenya National Union of Teachers" has channels for resolving complaints. The study also discovered that the "Kenya National Union of Teachers" grievance collecting methods had a favourable impact on conflict resolution. The study draws the conclusion that grievance collecting systems have a role in Kenyan conflict management based on its findings. Conflict management in the "Kenya National Union of Teachers" is improved via effective grievance processing procedures. The "Kenya National Union of Teachers" grievance processing procedure has a favourable impact on conflict management, according to the study. The study discovered that the "Kenya National Union of Teachers'" grievance appeal procedure and conflict management had a favourable, statistically significant association. The study also found that "Kenya National Union of Teachers'" conflict management is influenced by an efficient grievance appeal mechanism. According to the study, the "Kenya National Union of Teachers'" supervisor characteristics are very important for managing conflicts.

2.1 Research gap:

It is plainly obvious from the literature that has been examined above that there has been very little study done on the subject of school teacher complaints in the Indian environment. In addition, there hasn't been a lot of research carried out on grievance studies, particularly the kinds that centre on rural schools. There are studies that concentrate on how to address issues raised by employees, however these research can only be applied to corporate settings and not educational institutions. The vast majority of studies are qualitative in nature, and the body of previously published research has focused almost entirely on determining the determinants and causes. Likewise, various research on the effectiveness of the GHM in firms have been undertaken; nevertheless, it is essential to identify whether or not rural schools have a grievance management system in place. Studies on the education sector are also discovered by means of the literary analysis; nonetheless, they do not pay an adequate amount of attention to the grievance issue. Instead, they concentrate on instructional strategies, ways to motivate teachers, appropriate classroom behaviour, technical abilities, and the standard of work. Previous research did not look into sufficient detail into whether or not there was a GHM present in the schools where students were present.

2.2.Rationale of the study

The educational system of a nation serves as the bedrock upon which the nation is built. Teachers play the most significant part in the process of building and constructing this society and, as a result of this, the future of their students. It's possible that if the teachers at the school are happy and fulfilled, they'll be able to provide the students with a better education. The maintenance of perfect connections between employees and their employers is one of the primary requirements for the long-term success of any firm. Complaints lodged by teachers are not only relevant in terms of their impact on the teachers' dedication to and faith in the administration of their schools, but they are also crucial in light of the fact that happy employees are more productive. Teachers have to be regarded as the most important component in the education sector. Employees are often considered to be assets in organizations and businesses and so are the teachers in the education system . The management should be able to identify the source of any complaints that are upsetting the teachers, and a reassuring method should be utilized to cultivate an atmosphere of confidence in order to ensure that the teachers will not be frightened to speak their concerns.

3. DESCRIPTION OF THE TOPIC

Workers who are dissatisfied with their jobs may voice their displeasure by filing formal complaints with their employer. Human resource management is the most important part of the complaint process. The distinctive feature of this study is the application of common economic methods to the unique conditions of human management inside an organization. When an organization does not meet an employee's requirements, including those for promotions, wage raises, working conditions, tests, and a variety of other things. When that happens, workers lose interest and output drops, which has repercussions for the organization as a whole.

When problems are raised but not resolved, it leads to dissatisfaction, anger, apathy, and low productivity among workers. When employees have complaints, concerns, or other issues, they can bring them to the grievance handling procedure. Employees shouldn't bottle up their feelings of anger for fear of it erupting into a major problem. Every employee's concerns must be addressed in a fair and equitable manner using a competent complaint tool. The productivity of an organization is a measure of its success. These efforts are an indication of employee satisfaction, which may be demonstrated by providing engaging work, professional security, recognition, growth, appropriate working circumstances, and authoritative aid when necessary. If any of the aforementioned requirements aren't met, it may lead to employee complaints, which should be recognised at the outset and addressed as quickly as is practically possible to prevent it from becoming a hindrance to productivity. With the goal of the association being to resolve different workplace difficulties, especially at an early stage by proactive behaviour, it is evident how important it is to develop a fair mechanism for handling grievances. With this strategy, you'll be able to attract and keep employees that are committed to doing a good job. There are several methods used by companies to track down and address employee grievances. So, the focus of this research is on how workplace complaints might alter responsibilities.

The present research focuses on private school teachers in rural Haryana because of the importance of addressing their complaints. The researcher has narrowed their focus to rural areas. Due to the scarcity of available literature reviews on this topic. The study found that because there are no designated complaint offices at these institutions, teachers especially women, are reluctant to voice their dissatisfaction. As a result, this research will illuminate efficient strategies for resolving grievances in these schools and inspire teachers to make use of the option to file issues and concerns, ensuring that neither teachers' nor students' work is negatively affected.

4. OBJECTIVES OF THE STUDY

The following objectives, which are listed below, will help to achieve the study's purpose:

- To identify the causes of teachers' grievances in K-12 schools in Delhi-NCR region
- To study the effect of teacher's grievances on their performance
- To discuss the effectiveness of grievance redressal mechanism in K-12 schools
- To recommend ways for effectively managing the teachers' grievances

5. RESEARCH METHODOLOGY

The study will first examine the existing literature for this study, which is titled " **AN ANALYTICAL STUDY OF TEACHERS' GRIEVANCE HANDLING MECHANISM**" in order to gain an understanding of the concepts and concerns relating to grievance management which is regarded as a most crucial component in human resource management. With extensive literature study research gaps are identified and hence the required objectives of the study are formed.

This research study will basically investigate about the grievance management in private secondary schools located in Haryana , in the rural region. The primary objective of this piece of research is to go through the grievance handling mechanism prevailing in the rural private secondary schools of Haryana state. Secondly, the research will examine the perceived effect of grievances on the performance of the teachers. The objective of the research will also be to elaborate about how the teachers feel their grievances are handled by the school management.

5.1 Research Design : In order to accomplish the objectives outlined above, the upcoming research will make use of an exploratory design that is founded on both qualitative and quantitative analyses of the collected data. Hence , for fulfilling the objective of this study, an exploratory research design was selected. This type of design is often utilized to obtain a deeper understanding of the subject being studied. In order to comprehend and meet the requirements of the research study's objectives, surveys will be conducted to obtain quantitative data from teachers of private senior secondary schools in Haryana. The researcher will use several methods of statistical analysis in order to conduct an analysis of the quantitative data.

5.2 Data Collection: Both primary and secondary sources will be used to compile the data that will be collected. The procedures of the interview and the survey questionnaire will be utilized in order to obtain primary data. A survey of the relevant literature will be carried out for the secondary sources.

5.3 Instrument : A personal interview and the development of a questionnaire are both going to be done based on the objectives. Every participant will be given information concerning the study, and those who are interested in taking part will be given the questionnaire to complete.

5.4 Sample Selection : A suitable questionnaire will be prepared based on the purpose of the study, which will lead to the determination of the requisite sample size.

5.5 Data Analysis : The most recent version of the SPSS software will be used to conduct an analysis on the data obtained from the respondents. In order to compare and evaluate the data, the appropriate statistical procedures and tests will be utilized.

5.6 Limitations of the study

Every research study is subject to limitations, including financial and scheduling restrictions. Also, the following set of limitations are applicable to the current investigation:

- Just a few prior studies have offered theoretical justifications for research themes, and there is a severe dearth of scientific literature on grievance handling that focuses primarily on school teachers.
- This work's analysis mainly depends on original data.
- The current study is limited to the state of Haryana. For a different research region, the outcomes can change.
- Since the study depends on respondents' opinions, its findings may be biassed.
- The questionnaire created for the study may have left out any significant factors, hence the analysis and interpretation may not be thorough.

6. EXPECTED OUTCOMES OF THE RESEARCH

The research is expected to have the following potential outcomes:

- This study focuses majorly on the teacher grievance redressal mechanism not only identifying the causes of such grievances but explores existence of formal/informal GHM established in schools in the rural region of Haryana.
- The study will give a deeper understanding and relevance of the system in the mind of the teachers to utilize the platform for grievance redressal and foster healthy relationships and build trust in the school management.
- The research study will provide considerations about the effect of teachers grievances on their performance.
- The study will forward points to improve the effectiveness of existing GHM systems..

7. REFERENCES

Danday, A. S. Q. (2022). *Redressing teacher grievances in higher education ... - IJMSSSR.* Retrieved April 12, 2023, from https://www.ijmsssr.org/paper/IJMSSSR00629.pdf

Manikandan. B, Gowsalya.G (2011). Employee Grievance Handling, retrieved from https://ijrti.org/papers/IJRTI1705049.pdf

Ramya, G. (2014) . A Study On Effectiveness Of Grievance Handling Mechanism At Swastika Apparels, Retrieved from https://www.worldwidejournals.com/indian-journal-of-applied-research- (IJAR)/special_issues_pdf/December_2014_1418821868__82.pdf

Taru, R.D (2016), Effectiveness Of Grievance Handling Mechanism, Retrieved from https://www.researchgate.net/publication/339941636_Effectiveness_of_Grievance_Handling_Mechanism

Njiraini, A.M. (2015). Effects of grievance handling procedure on conflict management in Kenya: A case of Kenya National Union of Teachers: Semantic Scholar, Strategic Journal of Business & Change Management. Available at: https://www.semanticscholar.org/paper/EFFECTS-OF-GRIEVANCE-HANDLING-PROCEDURE-ON-CONFLICT-Njiraini/0e64685f35fd7f601f768c4b97e7e1108666922e (Accessed: April 12, 2023).

Vaitheeswari, K. (2017). A Study On Grievance Management System And Grievance Settlement, Retrievedfrom,http://ijariie.com/AdminUploadPdf/A_STUDY_ON_GRIEVANCE_MANAGEMENT_SYSTEM_AND_GRIEVANCE_SETTLEMENT_AT_MADURANDAKAM_CO_OPERATIVE_SUGAR_MILL__PADALAM__ijariie10824.pdf

Rathod, P. and Jariwala, N. (2020), A Study On Effectiveness Of Employees Grievance Handling System At Sumul Dairy Surat, Retrieved from, https://ijcrt.org/papers/IJCRT2004580.pdf

Kumar, C. (2013) Grievance handling mechanism (GHM): A device for Better Management Education, DSpace at Welingkar Education: Grievance Handling Mechanism (GHM): A Device for Better Management Education. Acropolis Faculty of Management and Research, India. Available at: http://dspace.welingkar.org:8080/jspui/handle/1/214 (Ac cessed: April 12, 2023).

Obiekwe, O. (2019). "Impact of Employee Grievance Management on Organizational Performance" 2019. 5. 1-10.

Garima. (2017). Grievance Handling: Motivational tool for Employees. International Journal of Scientific and Research Publication.

Ramlal, P & Mozumder, S.A. (2016) "Understanding the role of employee grievance handling procedure, related labour legislations to tackle it and emerging area of employee grievance - A theoretical approach", IJABER, Vol. 14, No. 12, (2016): 8683-8689.

Gomathi,S. (2014). A Study on Grievance Management in Improving Employee Performance in a Pvt Enterprise. Mediterranean Journal of Social Sciences.

Mubezi, J. W. (2012). *The assessment of employee grievances handling in public higher ... - core*. Retrieved April 12, 2023, from https://core.ac.uk/download/pdf/33425734.pdf

Sharma, R. (2015). *A study on effectiveness of grievance handling mechanism in improving quality of Education (at Selected Management Institutes of NCR)*. International Journal of Engineering and Management Research (IJEMR). Retrieved April 12, 2023, from https://www.indianjournals.com/ijor.aspx?target=ijor%3Aijemr&volume=5&issue=3&article=145

Ndung'u, M.N. (2008) THE INFLUENCE OF GRIEVANCE HANDLING ON EMPLOYEE JOB SATISFACTION IN PRIVATE SECONDARY SCHOOLS IN THIKA WEST DISTRICT, *UoN Digital Repository Home*. Available at: http://erepository.uonbi.ac.ke/ (Accessed: April 12, 2023).

MANAV RACHNA
vidyanatariksha

Dr. O.P. Bhalla Central Library
Manav Rachna International Institute of Research and Studies
(A deemed-to-be-university under section 3 of UGC Act 1956)

SIMILARITY VERIFICATION CERTIFICATE

Title: Grievance Redressal for Teachers : An Analytical Study of K-12 Schools

Researcher: Khushi Nanwani

Registration Number: 21/Ph.D/084

Supervisor: Dr. Farhat Mohsin

Department: School of Leadership and Management

This is to certify that the above mentioned Short Synopsis/Thesis was scanned for similarity index through Turnitin Software on 26/07/2023 with submission ID 2136961885 and the similarity index was found to be 4 %. The complete report running into 27 Pages, 6535 Word count with File Size 3171 KB is being forwarded to the Research Supervisor/DRC/DRB for review.

Date: 26/07/2023

Dr. Rajesh Kumar 26/7/23
University Librarian
Dr. O.P. Bhalla Central Library
Manav Rachna International
Institute of Research & Studies
Faridabad

The complete report of the above Short Synopsis/Thesis has been reviewed and the similarity index is below the accepted norms as per the University Grants Commission (Promotion of Academic Integrity and Prevention of Plagiarism in Higher Educational Institutions) Regulations 2018. The Short Synopsis/Thesis may be considered for further processing

Research Scholar

Research Supervisor

GRIEVANCE REDRESSAL FOR TEACHER'S: AN ANALYTICAL STUDY OF K-12 SCHOOLS

by Khushi Narwat

bmission date: 26-Jul-2023 10:19AM (UTC+0530)
bmission ID: 2136961885
e name: REDRESSAL_FOR_TEACHER_S_AN_ANALYTICAL_STUDY_OF_K-12_SCHOOLS.docx (117.79K)
ord count: 6535
aracter count: 37134

GRIEVANCE REDRESSAL FOR TEACHER'S: AN ANALYTICAL STUDY OF K-12 SCHOOLS

ORIGINALITY REPORT

Dr. Rajesh Kumar
University Librarian
Dr. O.P. Bhalla Central Library
Manav Rachna International Institute of Research & Studies
Faridabad

4%	1%	0%	3%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

Excluding matches less than 14 words

PRIMARY SOURCES

1	Submitted to KUMARAGURU COLLEGE OF TECHNOLOGY Student Paper	2%
2	Submitted to Christ University Student Paper	1%
3	easychair-www.easychair.org Internet Source	<1%
4	Submitted to National School of Business Management NSBM, Sri Lanka Student Paper	<1%
5	ijrpr.com Internet Source	<1%
6	irepository.aua.ac.ke:8080 Internet Source	<1%
7	pdfcoffee.com Internet Source	<1%

9	Submitted to International University of Malaya-Wales Student Paper	<1 %

Exclude quotes	On	Exclude matches	< 14 words
Exclude bibliography	On		